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CREATING LONG-TERM ORGANIZATIONAL CHANGE (U)
CARNEGIE-MELLON UNIV PITTSBURGH PA GRADUATE SCHOOL OF
INDUSTRIAL ADMINISTRATION P S GOODMAN 23 DEC 82

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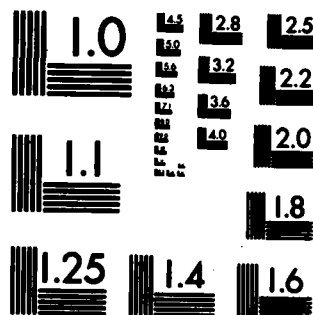
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REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO. AD A123 009	3. RECIPIENT'S CATALOG NUMBER (12)
4. TITLE (and Subtitle) CREATING LONG-TERM ORGANIZATIONAL CHANGE		5. TYPE OF REPORT & PERIOD COVERED FINAL - May 1, 1979 - December 31, 1982
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) Paul S. Goodman		8. CONTRACT OR GRANT NUMBER(s) N00014-79-C-0167
9. PERFORMING ORGANIZATION NAME AND ADDRESS Carnegie-Mellon University Graduate School of Industrial Administration Schenley Park Pittsburgh, PA 15213		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-884
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Group Office of Naval Research Department of the Navy Arlington, VA 22217		12. REPORT DATE December 23, 1982
		13. NUMBER OF PAGES 2
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Organizational Change Quality of Work Institutionalization Organizational Effectiveness Stability of Change Persistence of Change		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) — This is a final report of a project designed to identify factors which contribute to the persistence of organizational change projects in order to improve productivity and quality of working life. ←		

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

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FINAL REPORT

CREATING LONG-TERM ORGANIZATIONAL CHANGE

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Contract No. N00014-79-C-0167

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This research was sponsored by the Organizational Effectiveness Research Programs, Office of Naval Research (Code 442), under Contract No. N00014-79-C-0167; NR 170-884.

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The purpose of this project is to identify factors which contribute to the persistence of institutionalization of organizational change projects. The specific focus is organizational change projects designed to improve productivity and quality of working life.

The rationale for this project is that despite the interest in designing new forms of work organization to improve productivity and quality of working life, and evaluating these new designs, there has been little consideration of whether these new forms of work organization persist over time. Our focus, then, is not on how to design or implement programs to improve productivity and quality of working life, but on how to maintain their viability over time. The basic research focus concerns the process of institutionalization (or maintaining) change. The research questions included in this research include:

- a) How do we define institutionalization?
- b) How do we measure institutionalization?
- c) How do we model institutionalization?
- d) What empirical evidence is there on the institutionalization over persistence of organizational change projects?
- e) How can we increase levels of institutionalization?

The methods used to investigate these questions include:

1. Literature search on the concept of institutionalization.
2. Theoretical model development.
3. Field interviewing in 10 organizations which had experienced a major organizational intervention designed to increase productivity and quality of working life.

Publications which address the five research questions include:

1. Goodman, P.S. "Institutionalization and Quality of Work Experiments."
Paper presented at the 86th Annual Convention of the American Psychological Association, Toronto, Canada, August 1978. *AD-A123010*
2. Goodman, P.S., Conlon E., and Bazerman, M. "Institutionalization of Planned Organizational Change." In. B. Staw and L. Cummings (Eds.), Research in Organizational Behavior, Vol II. Greenwich, CT: JAI Press, 1979. *AD-A123011*
3. Goodman, P.S. "Quality of Work Life Projects in the 1980's." Labor Law Review, August 1980, 31, 487-94. *AD-A123012*
4. Goodman, P.S. and Dean, J. W., Jr. "Institutionalization or Making Labor and Management Change Programs Last." Paper prepared for Work in America Institute, Scarsdale, New York, 1981. *AD-A123013*
5. Goodman, P.S., and Dean J. W., Jr. "Why Productivity Efforts Fail." Paper presented at the Annual Convention of the American Psychological Association, Los Angeles, California, August 1981 and at the Quality of Work Conference, Toronto, Canada, September 1981. *AD-A123014*
6. Goodman, P.S. Change in Organizations. San Francisco: Jossey-Bass, 1982. *AD-A126273*
7. Goodman, P.S. and Kurke L. ^{"Studies of"} Change in Organizations: A Status Report. In P. S. Goodman (Ed.), Change in Organizations. San Francisco: Jossey Bass, 1982. *AD-A123015*
8. Goodman, P.S. and Dean, J. W., Jr. ^{"Creating long-term organizational change"} "The Power of Institutionalization." Chapter 6. In P.S. Goodman (Ed.) Change in Organizations. San Francisco: Jossey Bass, 1982. *AD-A123016*
9. Goodman, P.S. "Making Productivity Programs Last." In B. Moore (Ed.), Productivity Gainsharing. Englewood Cliffs: Spectrum Books, forthcoming. *AD-A123017*

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